

Department of Consumer Affairs
BUREAU OF AUTOMOTIVE REPAIR

Strategic Plan 2008–2012



DEPARTMENT OF CONSUMER AFFAIRS

BAR
Bureau of Automotive Repair

Message from the Chief

I am pleased to present the Bureau of Automotive Repair's strategic plan for the period of 2008 through 2012.

To be effective, organizations must be clear about their objectives, aware of their resources, and responsive to a changing and dynamic environment. To this end, I view strategic planning as an essential component of our business.

Strategic planning helps to prepare organizations to respond to changes in the environment in which they operate. It is an essential activity to ensure that everyone in this organization is working toward the same goals and modify the direction of the organization in response to a changing environment. By identifying and prioritizing goals and objectives, we can make the difficult decisions about what is most important to achieving organizational success.

California is a dynamic state. The size and diversity of the state's population grows daily. Technology and the evolving needs and preferences of consumers and licensees present us with many new challenges related to the efficient provision of services.

Our ability to deliver consistent and quality services to our stakeholders will be dependent, in part, on finding new and innovative ways to meet our challenges and maximize our existing resources.

With this in mind, this strategic plan provides a comprehensive, multifaceted strategy developed by a wide cross-section of our staff with guidance and input from my executive team. It envisions a unified approach and synergy between divisions, support functions, and frontline employees that addresses each essential function of the Bureau from identifying information technology solutions and developing tomorrow's leaders to ensuring our enforcement practices are fair and efficient.

I present this strategic plan so BAR employees, consumers, licensees, and interested parties understand our priorities, opportunities, and challenges. This plan provides a roadmap for the actions BAR will undertake over the next several years to meet these challenges and take advantage of these opportunities.

Sherry Mehl
Chief

Strategic Plan 2008–2012

Our Mission

To protect and serve California consumers by ensuring a fair and competitive automotive repair marketplace and administering a model motor vehicle emissions reduction program.

Our Vision

The Bureau of Automotive Repair will be the recognized leader in protecting consumers in the automotive repair marketplace and promoting continuous improvement in the motor vehicle emissions reduction program.

Our Values

As a government agency dedicated to protecting and serving California consumers, the Bureau of Automotive Repair values:

ACCOUNTABILITY—We are accountable to the people of California.

INTEGRITY— We are honest, fair, and respectful of others. We are forthright and deliver on our commitments.

EMPLOYEES— We value and recognize employee contributions and talent.

EFFICIENCY— We diligently identify the best ways to deliver high quality services with the most efficient use of our resources.

EFFECTIVENESS—We make informed decisions that make a difference.

INNOVATION—We value new ideas and concepts, which are fundamental to our successful delivery of services to consumers and the efficient regulation of the automotive marketplace.

Goals and Objectives

The Bureau of Automotive Repair (BAR) has adopted the following strategic goals for 2008–2012. As part of the ongoing planning and monitoring process, the stated goals will be reevaluated and adjusted, as necessary, to meet business needs.

Goal One

BAR's communication efforts will inform, engage, and empower.

- 1.1 Partner with academia, community-based organizations, school districts, and industry associations to increase awareness of BAR programs and services.
- 1.2 Implement the "DriveHealthy.com" message regarding the relationship between vehicle maintenance and air quality.
- 1.3 Establish performance standards for outreach efforts.
- 1.4 Implement a redesigned Web site.
- 1.5 Develop a communications plan to improve the dissemination of relevant information.
- 1.6 Enhance BAR's internal communication through the redesign, implementation, and maintenance of its Intranet.

Goal Two

BAR's enforcement program will identify and take action against those engaged in illegal and unethical practices.

- 2.1 Create an intake process for initial review of all automotive repair complaints.
- 2.2 Institute a model program that assists new automotive repair dealers, comply with BAR regulations and statutes.
- 2.3 Identify opportunities to meet with students and educators at academic institutions and trade schools.
- 2.4 Expand efforts to interact with the automotive industry on BAR jurisdictional matters.
- 2.5 Aggressively identify businesses and individuals engaged in unlicensed activity or illegal or unfair business practices.

Goal Three

BAR will implement improvements designed to achieve the vehicle emissions reduction goals of the Smog Check Program.

- 3.1 Design and implement a new Emissions Inspection System for testing vehicles.
- 3.2 Partner with local, state, and federal agencies to identify options to reduce mobile source emissions and prevent tampering of emissions control systems.
- 3.3 Identify new and innovative solutions to improve the effectiveness of the Smog Check Program.
- 3.4 Evaluate state disbursement amounts for consumers participating in the Consumer Assistance Program's Vehicle Retirement option.
- 3.5 Assess opportunities for expanding the Vehicle Retirement option to include motor vehicles that are currently not eligible for participation.
- 3.6 Study consumer copayment requirements for participation in the Repair Assistance option of the Consumer Assistance Program.

Goal Four

Increase staff productivity and effectiveness through enhanced recruitment, employee training, and business processes.

- 4.1 Conduct a pay parity survey for the Program Representative series.
- 4.2 Revise the Program Representative specification to make it current and relevant.
- 4.3 Develop an employee succession plan.
- 4.4 Explore strategies for promoting employee career development and advancement.

Goal Five

BAR will license individuals and register businesses in a timely and efficient manner.

- 5.1 Develop an electronic file imaging process.
- 5.2 Complete BAR licensing transition to Consumer Affairs System/Applicant Tracking System.
- 5.3 Implement a system for licensing and registering businesses and applicants online.

Accomplishments for 2006–07

Enhanced the Functionality of the Electronic Transmission System

BAR worked to implement several enhancements to the Electronic Transmission System, which improved its functionality. Some of these enhancements allow BAR to send a message to stations/analyzers when a Credit Watch is set or cleared or an Automated Clearing House authorization is granted or revoked. BAR also now transmits Smog Check Certificates of Compliance to the Department of Motor Vehicles that guarantee delivery to the DMV database.

Improved Application Processing Times

BAR established a new system for processing Automotive Repair Dealer, Smog, and Lamp/Brake station applications. Based on this change BAR has reduced average processing times from six to eight weeks to approximately two weeks. Applications without deficiencies are processed within one week.

Aggressively Identified Unlicensed Activity

In 2007, BAR staff contacted 4,243 shops and visited 3,093 shops to unregistered automotive repair establishments. As a result, the REU registered 3,267 automotive repair dealers.

Actively Participated in the DragNet Program

BAR continued its partnership with law enforcement agencies across California in the DragNet racing program. POST-certified BAR staff participated in 63 DragNet training classes, instructing more than 1,500 law enforcement officers. The DragNet program is recognized worldwide as the premier street racing enforcement program.

Reinstituted the Auto Body Inspection Program

In 2007, BAR reintroduced the Auto Body Inspection Program, which allows qualified consumers to receive free inspections to verify the collision repair work performed on their vehicles. The program was highlighted during the National Consumer Protection Week.

Implemented the Low Pressure Fuel Evaporative Test (LPFET)

BAR successfully implemented the LPFET. THE LPFET is a major air pollution control strategy included in the revised State Implementation Plan adopted by the California Air Resources Board in September 2007. The new test procedure is estimated to reduce hydrocarbons by 14 tons per day in 2010.

Repaired and Retired 50,000 Vehicles

Through the Consumer Assistance Program, 50,000 high-polluting vehicles were repaired and retired.

STATE OF CALIFORNIA



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